

**U.S. Environmental Protection Agency
Office of Inspector General**

October 2001

**Recruitment and Retention Incentives
Benchmarking Project**



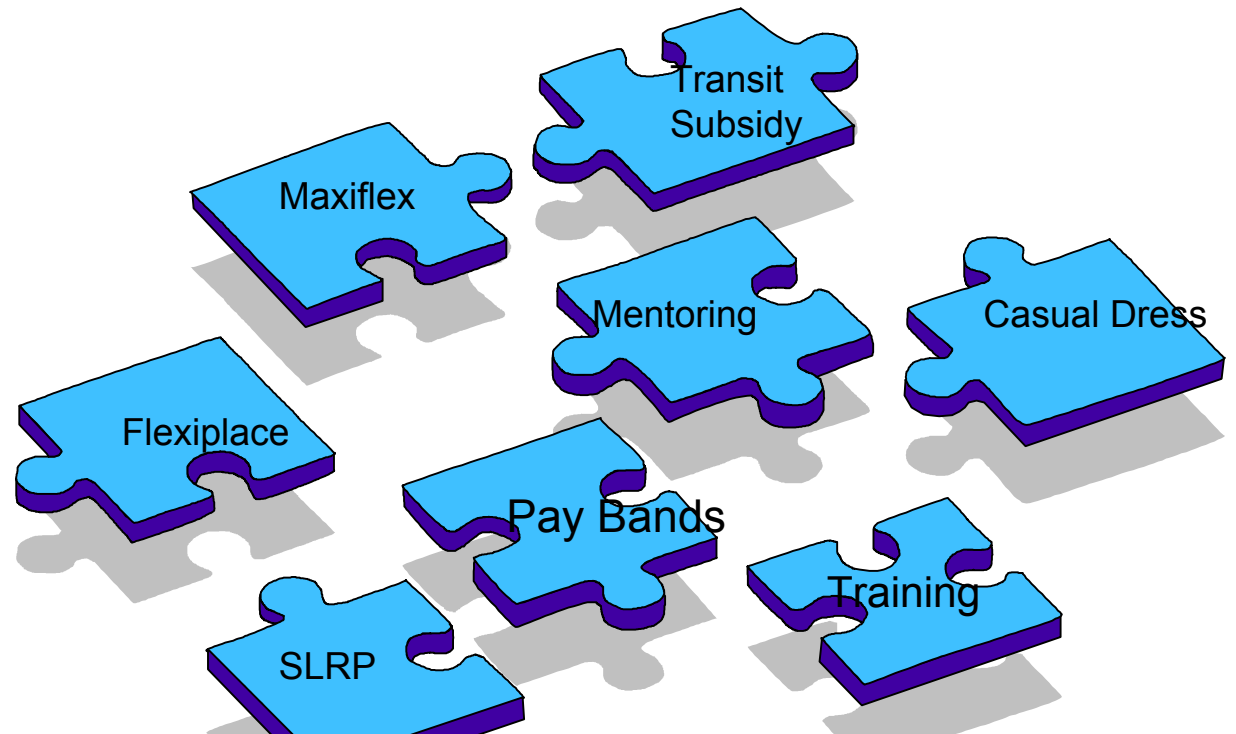
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Introduction--

Purpose:

To brief PCIE members on best practices using recruitment and retention incentives, and identify additional incentives PCIE members may want to offer.



Introduction--

Project Design:

Surveyed PCIE members by e-mail

Interviewed new EPA-OIG employees

**Conducted a special study of the
Student Loan Repayment Program
implementation**

★16 PCIE members participated

- EPA
- DOC
- DOD
- DOE
- DOI
- FDIC
- FEMA
- HHS
- NASA
- OPM
- SBA
- SSA
- Treasury TIGTA
- TVA
- USAID
- VA

SURVEY RESULTS

- All 16 OIG offices have training budgets

\$500 - \$1,500 per employee

- Budget may be increased as needed for new staff or for specialized training needs, such as IT specialists

SURVEY RESULTS *(continued)*

- Most OIG offices have -
 - ➡ Access to a fitness or a gym center
 - ➡ Access to a health center
 - ➡ Access to a child care center
 - (subsidy for low income employees)
 - ➡ A transit subsidy

SURVEY RESULTS (*continued*)

- Most OIG offices have -
 - ➔ A casual dress policy
 - Casual Fridays, casual summer dress, or casual dress everyday
 - ➔ Individual Development Plans
 - ➔ Maxiflex or compressed work schedules

SURVEY RESULTS (*continued*)

- About half of the OIG offices offer or are working on implementing -
 - ➡ Student Loan Repayment Plan
 - ➡ Recruitment, Relocation & Retention bonuses (The 3 R's!)
 - ★ NASA (the Agency) improved its declination rate on new hires from 50% to 14% due to recruitment bonuses
 - ➡ Telecommuting

SURVEY RESULTS (*continued*)

- About half of the OIG offices offer or are working on implementing -
 - ➔ A mentoring program for employees
 - ➔ A management workgroup that addresses Work/Life/Quality employee issues;
 - ➔ Recruitment brochures
 - ➔ Exit interviews

SURVEY RESULTS (*continued*)

- About half of the OIG offices offer or are working on implementing -
 - ➡ A maxiplace policy
 - ➡ Accelerated promotions for GS-5 & 7s
 - ➡ A Buddy System
 - ➡ Accelerated hiring or quick job offer decisions

SURVEY RESULTS *(continued)*

- Only one OIG office
 - ➡ Has pay banding



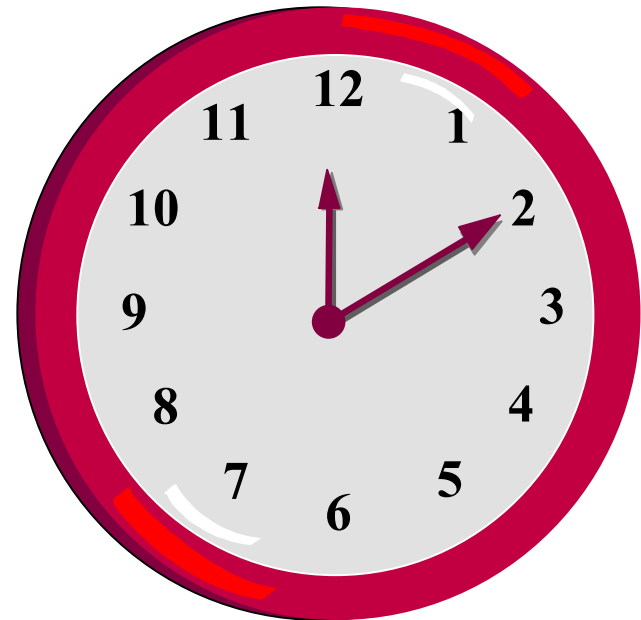
EYE CATCHERS

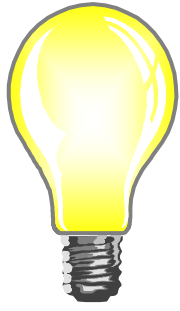


- ✓ HHS & OPM OIG support employees obtaining Professional Certifications with



&





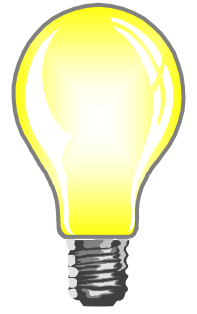
EYE CATCHERS



- ▶ \$ are provided to attend specialized courses
- ▶ Time off is provided to study for the exam and take the exam



EYE CATCHERS



OMBUDSMAN PROGRAM

SSA-OIG implemented an Ombudsman Program in June 2001.

Will provide a sounding board for employees to confidentially voice concerns and issues

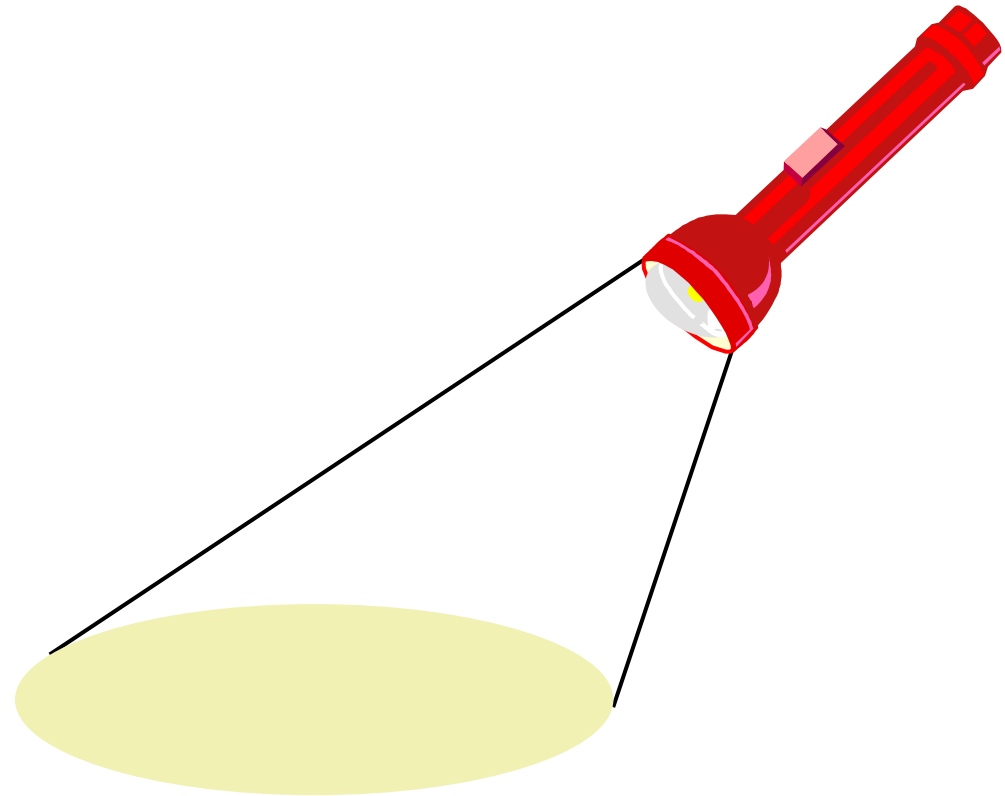
Ombudsman will seek options for equitable solutions



EYE CATCHERS



- Some OIGs conduct Exit Interviews
 - ➔ Why do employees leave?
 - ➔ Focus on organizational improvements based on responses.



What is success?

Do the incentives work?



How is Success Measured?

- Most participants indicated
 - ➔ A 3-5 year retention period for newly hired staff is considered a successful recruitment
- Some participants measure success by
 - ➔ Using exit interview results
 - ➔ Using surveys to determine employee satisfaction
 - ➔ Analyzing workforce statistics

How is Success Measured?

(continued)

- No other mechanism exists to measure effectiveness of recruitment or retention initiatives

What do new employees think?

Surveyed 10 employees with less than 2 years experience with the EPA-OIG. Four geographic locations were represented. Most surveyed were new to the government.

Occupations included auditors, investigators & clerical support.



New Employees

Questions Asked

- What attracted you to EPA?
- What did EPA have over other agencies?
- What do you like about your new job?
- What was your primary reason for leaving your previous job?
- Is your current job function the same as the last?
- Does your current position have future promotion potential?
- How would you describe your current workload?
- How would you change your workload if possible?
- Do you have the tools you need to do your current job?
- What will enable you to be more effective in your job?
- What type of schedule are you on?
- If you could change one thing about your new position what would it be?

New employees like the flexibilities.



New Employees

What attracted you?

Flexibility of work hours and
flexiplace / telecommuting

Location

Student loan repayment

→ Eight OIGs were working on implementing a student loan repayment policy

✓ HHS-OIG was the first OIG to implement a final policy

Determine what question(s) we are trying to answer.

What do we wish to gain from our
toolbox of recruitment & retention
initiatives?



What do we wish to gain from our toolbox of recruitment & retention initiatives?

- To recruit & retain high quality employees, including minorities?
- To obtain new skill sets or difficult to fill positions?
- What metrics will be measured?

Consider the following:

- Exit Interviews (How will they be used?)
 - = Criteria for success?
 - = Measurement of success?
- New Employee Interviews
 - = Annual quick look at incentives from the eyes of new employees.